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12 January 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

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Chief, Psychological Services Division  
Office of Medical ServicesSUBJECT: Implementation of a Program of Research into  
Alternative Selection Procedures and MethodsREFERENCE: Your Memorandum to C/PSS, D/PPP&M, and D/EEO  
on This and Other Subjects dated 14 November 1980

1. In the referenced memorandum, you charge Chief, Psychological Services Division, and the Directors of Personnel Policy, Planning, and Management and Equal Employment Opportunity with the responsibility for initiating a program of research into alternative selection procedures and methods. This program of research is identified by you as an integral part of the Phase II effort to implement the New Uniform Guidelines on Employee Selection Procedures. The plan described below is designed to accomplish this objective. This plan was drafted by Chief, Psychological Services Division, and has been fully coordinated with the Offices of Personnel Policy, Planning, and Management and Equal Employment Opportunity.

2. The first step in the proposed plan is to monitor the efforts made by other organizations in both the public and private sector to develop alternative selection procedures. Such a search would include review of professional literature on this topic as well as occasional attendance at professional meetings and conferences where the concept of alternative selection procedures is addressed. The professional review of other work on alternative selection procedures would be the joint responsibility of Chief, Psychological Services Division, and the Directors of Personnel Policy, Planning, and Management and Equal Employment Opportunity, or their designated representatives, and periodic meetings would be held to discuss the results of this on-going review. It is suggested that at least one meeting be held every four months, and other ad hoc meetings be scheduled, if considered necessary. As a result of this effort, alternative selection procedures appropriate for possible use in CIA would be identified, and preliminary planning could take place on how to incorporate them for Agency use, should this

become desirable or necessary. Because of its professional library, Psychological Services Division would serve as the central repository of information and materials collected in the continuing review of alternative selection procedures.

3. The second step in our proposed plan is to evaluate particular alternative selection procedures for Agency consideration should adverse impact of existing Agency selection procedures be demonstrated. If adverse impact is found, it would be necessary to determine whether the selection procedure found to produce adverse impact is valid as a predictor of Agency job performance. If the procedure is found to be valid, the decision would then have to be made whether to replace the selection procedure with an alternative selection procedure of comparable validity, if indeed one can be found. If the decision is made to replace the selection procedure producing adverse impact with an alternative selection procedure, then a systematic program of research on the new selection procedure would have to be undertaken to insure that the new procedure is sufficiently valid to justify its use. The overall responsibilities here would be shared, but because of its possession of a significant research capability, Psychological Services Division would conduct the formal research necessary to determine (a) whether a selection procedure found to produce adverse impact is sufficiently valid to justify further use, and (b) whether a proposed alternative selection procedure is sufficiently valid to replace an existing selection procedure.

4. Under the plan proposed above, search for alternative selection procedures would begin immediately. Because of the significant cost factor, formal evaluation of alternative selection procedures for Agency job settings would not begin until adverse impact of an existing selection procedure had been demonstrated. The decision to recommend alternative selection procedures for Agency consideration would be made jointly by Chief, Psychological Services Division, and the Directors of Personnel Policy, Planning, and Management and Equal Employment Opportunity, or their designated representatives. Coordinated recommendations based on Psychological Services Division research findings would also be made jointly by Chief, Psychological Services Division, and the Directors of Personnel Policy, Planning, and Management and Equal Employment Opportunity, or their designated representatives. All decisions concerning the replacement of existing selection procedures shown to produce adverse impact with alternative selection procedures of acceptable validity should be made at the DDCI level.

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cc: DDA  
D/PPP&M  
D/EEO  
DMS